

# Role of Employee Motivation on the Production of Mining Companies in Geita Gold Mine, Tanzania

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**Abstract:** *The struggle to maintain effective employee motivation in the mining companies has been a serious concern due to an increase of employees' demand caused by globalization. The need for proper employee motivation that can result in high Production in the mining companies should be done. The purpose of the study was to analyse the role of employee motivation on the production of Mining Companies in Geita Gold Mine Tanzania. The study adopted cross-sectional research design. The target population of the study was 2000 employees from different companies in Geita Gold Mine. Stratified random sampling technique was used to select a sample size of 333 respondents for the study. Data was collected using questionnaire. Reliability of the questionnaires was measured using Cronbach's Alpha Coefficient. Data were analysed using descriptive statistics and results presented using tables. The findings of the study indicated that motivation is practiced to the low extent in Geita Gold mine Companies. In addition, the findings indicated that monetary motivation is practiced and considered as the main employee motivator. Based on the findings, the study recommended that more emphasis should be put on employee motivation, thus other motivating factors should also be considered instead of focusing only on monetary motivation.*

**Keywords:** Employee motivation, Production, Mining companies and Geita Gold Mine Tanzania

## 1. Introduction

### 1.1 Background of the study

Motivation as a function of the management has been one of the most important factors leads to effective production in an enterprise, company or organization. Despite other factors, high productivity depends on the level of effective employee motivation in the organization. The growing evidence shows that many organizations are struggling to make efforts to ensure effective employee motivation that results in effective production. Motivation if delivered well can benefit the organization by improving its productivity; organizations can easily survive when employees are effectively motivated. It is important for any manager to know what motivates employees. Most organizations which consider motivations as one of their important management factors have good production (Komunda, 2006). Motivation plays a part in enhancing constructive labour productivity (Smither and Walker, 2000).

Since effective motivation comes from within, by motivating others, a manager can do more by creating proper conditions that cause people to do their work willingly and enthusiastically. To ensure effective motivation, the employees must be reached and to reach them there must be a complete understanding of their make-ups (Louis, 1986). Maintaining motivation is to create and perpetuate the climate which brings harmony and equilibrium into the entire workgroup for the benefit of the company and employees (Scheer, 1979).

### 1.2 Statement of the problem

Lack of effective employee motivation is one of the major challenges facing mining companies in Africa including Geita Gold mine in Tanzania and as a result, it has led to unnecessary strikes, low production, and high labour turnover. In 2004 DTP Terrassment company face a huge

and unnecessary strike which was obviously caused by lack effective employee motivation, the same happened to Pro-Mining Services in 2007 whereby its employees went on strike after feeling that they were not properly motivated. In 2006 GGM announced a decline in production in which the investigation results revealed that the main cause was lack of employee motivation. Lack of appropriate motivation results in a high labour turnover (Petroni, 2000).

## 2. Literature Review

### 2.1 Employee Motivation

According to Chand et al (2007) motivation originated from Latin root word movere which means "to move" driven from the word motive which may be defined as an inner state of our mind that activates and directs behaviour, thus, it is the willingness to exert towards the accomplishment of a particular goal or need. Robbins (2005) affirmed that motivation is a willingness to do something and conditioned by the ability to satisfy some needs of the individual. UNDP (2006) conveyed that employee motivation refers to the initiation, direction, intensity, and persistence of behaviour. Chowdhury (2007) Advocated that motivation is a progression of moving supporting goal-directed behaviour. Reena et al, (2009) postulated that motivation is an internal strength that drives individuals to pull off personal and organizational goals. Buchan and Huczynski (2004) stated that motivation is a cognitive decision-making process through which goal-directed behaviour is initiated, energized, directed and Maintained.

Khan et al, (2010) narrated that motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets, thus, it is essential for organizations to persuade motivation of their employees. Rizwan et al, (2010) confirmed that motivation is an accrual of diverse routes which manipulate and express our activities to attain some particular

ambitions. Rizwan et al further highlighted that motivation is essential and have the capability to endow a company with a competitive edge. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009).

### 2.2 Motivating factors

Different factors appeal to employee motivation depending on the nature, activities and objectives of the organization. Employee motivating factors can be in a form of monetary motivation or non-monetary motivation, therefore manager must understand factors that motivate employees with respect to the works they perform. Sara (2004) contended that money is believed to be the supreme on employee motivation. Akintoye (2000) emphasized that money remains the most important motivational strategy. Gardner, VanDyne and Pierce (2004) opined that pay is considered as a motivator.

Employee training and development can have a great impact on organizational productivity. Kalu and Akinyokun (2005) narrated that when employees are developed they feel motivated. Employees who are trained and developed are likely going to be motivated and this will improve their performance (Hyz and Pappas, 2005). According to Senol (2001), job security provides an employee with high motivation. Job security function as an important motivational tool since it changes negative work behaviour and the thought of leaving the job (Poyraz and Kama, 2008).

Maurer (2001) opined that rewards and recognition are essential factors in enhancing employee's job satisfaction and work motivation which is directly associated to organizational achievement. Rizwan et al, (2010) commented that there a significant relationship between recognition and employee work motivation. Sanderson (2003) stressed that empowerment creates motivation and energy in the workforce to do their work efficiently and effectively. Constant and Offodile (2001) affirmed that Employee participation and empowerment boost employee work motivation and trust in the organization. Lam et al (2001) highlighted that job satisfaction and rewards are important factors of motivation. Annamalai (2010) Suggested that trust plays a significant role to enhance employee motivation. Tuwei, Matelong, Boit, & Tallam (2013) stressed that employees are more committed to their jobs when they believe that the organization they are working for is pursuing a promotion.

### 2.3 Employee motivation and production

Motivation plays a big role on organizational productivity, motivation increase work morale and as a result, lead to high performance and productivity. Firms can generate competitive advantage through improving employee ability, motivation and provide employees opportunities to participate in value creation which results in high productivity and better organizational performance (Appelbaum, Bailey, Berg & Kalleberg 2000). Paauwe & Boselie (2005) stated that when employees are well motivated they are likely to work hard and perform better leading to firm's high performance. According to Cheng

(1995) employees motivation towards task fulfillment play key a role in the success of an organization.

## 3. Research Methodology

The study adopted cross-sectional research design because it involved the collection of data at one point in time. The target population of the study was 2000 employees from different companies in Geita Gold Mine. The study employed stratified random sampling technique to select a sample size of 333 respondents for the study. Questionnaires were used to collect data from the respondents. Reliability of the questionnaires was measured using Cronbach's Alpha Coefficient. Data were analysed using descriptive statistics such as frequencies and percentages and results were presented using tables.

## 4. Analysis and Findings

**Table 4.1:** Management interest on employee motivation

	Frequency	Percent	Cumulative Percent
Interested	6	37.5	37.5
Not interested	10	62.5	100.0
Total	16	100.0	

The findings in Table 4.1 reveal that 62.5 % of the management staff (Managers and HR officers are not interested in employee motivation while only 37.5% are interested in employee motivation. This implies that employee motivation is carried out to a low extent in the mining companies as a results employees lack morale which in turn affects their performance as well as companies' productivity.

**Table 4.2:** The most motivating factors in Geita Gold Mining Companies

	Frequency	Percent	Cumulative Percent
Money	235	70.6	70.6
Promotions	45	13.5	84.1
Recognition and Rewards	15	4.5	88.6
Training and development	30	9.0	97.6
Involvement in decision making	8	2.4	100.0
Total	333	100.0	

The study sought to know the most employee motivation factors in Geita Gold Mine companies. The findings in table 4.2 indicate that 70.6% of the respondents said that money is the most motivating factor in the mining companies while employee involvement in decision making regarding their work is a motivating factor that has been left behind and overlooked by the mining companies.

**Table 4.3:** Contribution of motivated employees on production

	Frequency	Percent	Cumulative Percent
Totally disagreed	13	3.9	3.9
Disagreed	14	4.2	8.1
Not sure	7	2.1	10.2
Agreed	57	17.1	27.3
Totally agreed	242	72.7	100.0
Total	333	100.0	

The study sought to establish the perception of the respondents on whether motivated employees contribute positively to production. The findings show that majority of the respondents that is 72.7% said that motivated employees have a positive contribution to production.

## 5. Conclusion

The importance of employee motivation on production cannot be overlooked, employee motivation plays a vital role in the production and it is vivid that there is a direct positive relationship between employee motivation and production. The study clearly revealed that employee motivation is less practiced in mining companies in Geita Gold Mine, thus monetary motivation is considered as the best motivating factor. The study therefore, concluded that mining companies should value the uniqueness of employee motivation on production and develop effective motivation policy that considers different alternative motivating factors.

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